

The Role of Strategic Ambidexterity in Achieving Strategic Performance an Empirical Study in Al-Kafeel University

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Abstract:

The objective of this research is to provide a conceptual framework that may explain the connection between strategic ambidexterity and strategic performance along the dimensions of strategic performance, which include the financial viewpoint, the customer perspective, the internal operations perspective, and the learning and growth perspective.

The importance of the study stems from the positive impact of the variables under study and its reflection on achieving the organization's goals.

The problem of the study was the lack of interest in the Iraqi work environment in using the variables under study as a tool to raise the level of organizations' activity to achieve the principle of efficiency at work. Hence, the study was applied by distributing a questionnaire at Al-Kafeel University to a sample consisting of 98 respondents, and it was analyzed using SPSS 20.

The most important conclusions of the study are that There is a clear and direct relationship between strategic ambidexterity and strategic performance, with strategic ambidexterity having a favorable impact on strategic performance. The most important recommendations that came out of the study were that the organization studied must take into account the impact of strategic ambidexterity on strategic performance.

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First: methodology

1. Problem statement:

2. The lack of focus by those interested in studying the Iraqi work environment and the departments operating in it on academic strategic variables and because they have a major role in raising and improving the performance of employees. From this phenomenon, an important issue has crystallized, which is the lack of exploitation of the variable under research, which is represented by strategic prowess in the field of work of organizations, including Al-Kafeel University in Najaf Al-Ashraf, and this necessarily affects the quality of their performance greatly. research importance

The significance of this study stems from the vitality and significance of the variables it investigates., which play a major role in shaping the role of organizations' strategic ingenuity, which in turn leads to making The strategic performance of the organization, and the result of all of this is achieving the organization's goals in the long term, and this is what can bring great benefit to the organization. studied by improving its financial performance, which in turn is reflected in increasing its profits.

3. Research objective

The objective of this study is to develop a conceptual framework that elucidates the correlation between strategic ambidexterity and strategic performance across its four facets—customer orientation, learning and development, and internal operations orientation. Demonstrating the significance of this correlation and its contribution to enhancing employee performance and thus increasing the organization's profits.

4. Research hypothesis:

The research hypothesis states that: There is an influence and positive relationship between strategic ambidexterity and strategic performance.

5. Temporal and spatial limits of research

The spatial boundaries of the research at Al-Kafeel University College are represented in the holy city of Najaf as a study community for the research, which includes three sites: the site of the center in Kufa, the site of the university district, and the site of the health district. As for the time limits, it lasted for a period of one month, by collecting data by distributing a questionnaire form to a group of teachers at the university. The sample size was 98, the data of which was tested using the statistical testing program SPSS, version 20.

3. conceptual framework

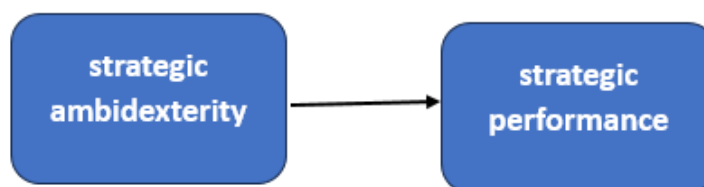


Figure no 1. Conceptual framework

Second: literature review

1. strategic ambidexterity

The concept of strategic ambidexterity refers to the organization's ability to carry out two heterogeneous actions at the same time. These two actions are linked to the dynamic changes of the business environment, as this ability allows organizations to meet the requirements of current work and at the same time they work to adapt to environmental changes. This ability is linked to the activity of... Exploiting opportunities and simultaneously developing new capabilities through exploration activity (Mashahadi & Ahmad, 2016, p. 2).

Ambidexterity has been defined in the general literature, and creative academics define ambidexterity as the ability to simultaneously achieve additional and atomic goals. Strategic ambidexterity has been defined as meeting challenges and difficulties in aligning resources and selecting from existing product markets as well as proactively exploring new opportunities. (Dess, 2014:46) Both (Martins et al., 2014: 397) Consider it organizational performance that is sustainable and contingent on senior management's actual pursuit of exploration and exploitation.

Defined by (Judge and Blocker, 2008, p. 916) it is the exploration and search for new markets and opportunities, while at the same time effectively exploiting these markets and opportunities. Cross-functionality and strategic ambidexterity are functional and are supported by the strategic processes of the organization. Strategy processes encompass the procedures by which strategic decisions are arrived at, while also considering the external environment and the internal capabilities and resources of the organization (Qaiyum & Wang, 2016: 7). Ingenuity can be conceptualized as the capacity of an organization to simultaneously embrace radical innovations in order to

satisfy the demands of new customers and implement gradual changes to satisfy the requirements of existing customers. Therefore, an ingenious organization is one that explores new opportunities and at the same time exploits existing businesses (Michl et al., 2013, p. 51)

A brilliant organization can achieve the following: (Han & Celly, 2008, p. 336)

- Achieving increased sustainability and efficacy.
- Prevent abrupt organizational transformations and the expenses linked to modifying the governance framework.
- Correcting organizational shortcomings.
- Adapting and benefiting from changes that occur outside the organization's control because the organization is always in a state of readiness.

The importance of strategic ambidexterity lies in the following points: (Musigire et al., 2017, pp. 74, 75)

- Strategic ambidexterity, including exploratory and exploitative strategies, contributes to the enhancement of the company's sales performance in existing and new markets.
- Organizations that adopt exploratory strategies can overcome stagnation due to their forward-thinking nature.
- It assists businesses in discovering new markets and developing new products.
- Savvy organizations can understand current customer needs and respond accordingly.

2. Dimensions of strategic ambidexterity

(Kollmann & Stöckmann, 2010) identified two dimensions of strategic ambidexterity:

- Exploitative Innovations: Exploratory innovation seeks to respond to underlying trends in the market by creating innovative technology and new markets, and relies primarily on tacit knowledge.
- Exploitative Innovations: Exploitative innovation works adapt to changing environmental conditions through the implementation of new technologies and the enhancement of process and output efficacy. Therefore, exploitative innovation uses virtual knowledge.

(Kollmann & Stöckmann, 2010) developed a scale for the dimensions of strategic ambidexterity based on the basic definitions presented by (March, 1991), which consists of six items measured according to a five-point Likert scale (Kollmann & Stöckmann, 2010, p. 162), and the table below Scale paragraphs.

No.	dimension	Question
1	Exploitative Innovations	We create innovative products time after time.
2		We are working to accept orders that go beyond our current products.
3		We seek innovative methods to ensure customer satisfaction.
4	Exploitative Innovations	Our commitment is to consistently enhance the quality of our products.
5		We are constantly working to develop the efficiency of our operations.
6		Constantly increasing levels of automation are being implemented in our operations.

3. Strategic performance

To effectively manage strategic performance, the organization must adhere to the strategic performance management policy. In order to accomplish its objectives, this policy should possess the capacity to comprehend and respond to the outcomes (Kloot & Martin, 2000:2). One of the benefits of strategic performance is that it emphasizes the significance of instruments or methods, as indicated by the importance attributed to outcomes, and placing them side by side with performance strategies.

Armstrong (2006:39) defined performance management as an integrated strategic approach to provide continued success for organizations through the enhancement of employee performance and the growth of team capabilities and individual contributions.

Performance has been defined as the behavior of individuals concerned with achieving the organization's goals whose level can be raised, and here lies the process of measuring performance (Cania, 2014:375). A strategic performance model has been devised, encompassing the interests of shareholders, competitors, and customers. The balanced scorecard is the most effective method or metric for assessing strategic performance (Kaplan & Norton, 1992:74). The stakeholders strive to accomplish the fundamental objectives of planning, design, and implementation so that the organization can accomplish its primary goals; this is the notion of measuring strategic performance, as defined by Atkinson and McCrindell (1997:154).

Measuring strategic performance works to create a qualitative shift in operations within the organization, because measuring strategic performance leads to successful implementation, and to more efficient work procedures and system follow-up to improve communications (Bisbe & Malagueno, 2012:302).

Strategic performance management has been defined as the organization's direction that is achieved through the systematic definition of the strategy and its objectives. Which makes those goals measurable. A strategic performance model has been devised, encompassing the interests of shareholders, competitors, and customers. The balanced scorecard is the most effective method or metric for assessing strategic performance (Kaplan & Norton, 1992:74). The stakeholders strive to accomplish the fundamental objectives of planning, design, and implementation so that the organization can accomplish its primary goals; this is the notion of measuring strategic performance, as defined by Atkinson and McCrindell (1997:154).

4. Dimensions of strategic performance

The dimensions of strategic performance are balanced scorecards, which are a strategic tool for measuring strategic performance. Developed in 1992 by Robert Kaplan and David Norton at Harvard University, this metric assesses the effectiveness of various organizations (Mccaskill, 2012:72).

The dimensions of the balanced scorecard can be explained as follows:

1. Financial perspective

- How shareholders view regulators.
- How to increase the value of shares.
- Profits
- Return on investment

2. Customer perspective

- How customers view the organization
- What can we do to make our customers happier and more valuable?

Getting people to be happy and listening to what they have to say is important for any business that wants to make money and grow. It can be measured in the following areas:

- Customer value
- Customer satisfaction
- Winning the customer
- Customer retention

3. Internal operations perspective

- How the internal operations of organizations are carried out
- What are the optimal processes that the organization should implement?

4. Learning and growth perspective

- What measures do organizations take to ensure growth?
- What activities should organizations pursue to ensure growth and increase value creation?

Third: the practical aspect

1. Hypothesis testing

The research hypothesis states that: Strategic ambidexterity and strategic performance are linked and have a good effect on each other.

It was tested through the correlation coefficient between strategic ambidexterity and strategic performance, as shown in Table No. (1), which shows the correlation coefficient between these variables, and the results show a positive percentage of the correlation coefficient ($r=0.6040$), according to the (P-value) number, this is very important. In this case, the finding backs up the hypothesis.

Table No. (1) Strategic ambidexterity and strategic success are linked.

<i>Variables</i>		<i>Financial approach</i>	<i>Customer approach</i>	<i>Internal Processes</i>	<i>Learning & Growth</i>	<i>Strategic Ambidexterity</i>
Strategic Ambidexterity	r.	.598**	.409**	.602**	.293*	.604**
	Sig.	0.0000	0.0000	0.0000	0.003	0.0000

** Significant at ≤ 0.01 * significant at ≤ 0.05

2. Regression analysis

The research hypothesis states that: There is a positive influence and correlation between strategic ambidexterity and strategic performance.

Table No. (2) $R^2 = 0.365$, which shows that there is a link between the health of strategic ambidexterity and strategic performance that is good., which means that strategic ambidexterity shows and influences (36.5%) of the changes in strategic performance, and the value of ($\alpha = 1.21$) and ($\beta = (0.604)$) This means that one value of the independent variable affects and changes by a value of (0.604) the strategic performance. From this, the correlation equation can be formulated as follows:

$$y = \alpha + \beta x_1$$

$$SP = 1.2 + 0.604 (\text{strategic ambidexterity})$$

Table No. (2) Regression results

<i>Variable</i>	<i>Indicators</i>	<i>Value</i>
Strategic Ambidexterity	<i>F</i>	55.122
	<i>P-value</i>	0.000
	<i>R²</i>	0.365
	α	1.21
	β	0.604

Fourth: Conclusions and recommendations

1. Conclusions

- Strategic ambidexterity and strategic performance are linked and have a good effect on each other.
- The use of discovery and exploitation techniques in the organization leads to increasing the efficiency of its strategic performance.
- There is a major role for strategic prowess in achieving the organization's goals through its impact on the organization's strategic performance.
- Strategic ambidexterity works to achieve strategic performance in the organization studied.
- Supporting strategic prowess for strategic performance enhances the financial dimension of strategic performance.

2. Recommendations

- The studied organization must take into account the impact of strategic ambidexterity on strategic performance.
- In order to make the work of the university's teaching team more effective, its administration must pay attention to developing the exploration and exploitation skills of its middle leaders.
- In order for the university to achieve its long-term goals, it must employ the dimensions of strategic ingenuity to make its performance strategic.
- Working to increase support for the elements of strategic prowess in the organization in order to achieve greater strategic performance.

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